~~SECRET~~

18 September 1968

MEMORANDUM FOR: SPA/D/CRS

SUBJECT   : Items for discussion at next meeting of OCRHS

1. Attached are two draft papers; one, Various Subject Concepts for Development in OCR Historical Project, is intended to list major headings to be considered for our share of the OCR History. They are arranged in several ways, and might even be considered as a crack at an outline. Most of the subjects we are using currently for our card indexes are covered.

2. The second draft paper, Questions for Discussion in Connection with OCR Historical Project, could be helpful in calling attention to elements that may or may not be included in our topics to be considered. They are some of the questions the answers to which may help clarify in our own view of what happened in OCR during the past 15 or so years.

3. On 26 August 1968, I submitted to you a memorandum Preliminary Assignments of Topics of OCR Historical Interest.

25X1A9a

cc: 25X1A9a

~~SECRET~~

DRAFT

SECRET

VARIOUS SUBJECT CONCEPTS FOR DEVELOPMENT IN OCR HISTORICAL PROJECT

17 September 1968

VERNACULAR	GOVERNMENT PROSAIC	CURRENT HEADINGS IN USE	TOPIC CHANGES
TYPES:			
I. What was OCD trying to accomplish? a. Tie-in with previous history b. Authorization for specific OCD functions	Mission	A. Central Reference Concept and Organization	I. Responsibilities of OCR a. As assigned b. As interpreted
II. How? a. Collection b. Control c. Dissemination d. Production (CR Reports, BR, etc.) e. Liaison f. Special Support	Services	B. Collection and Procurement C. The Document Flow: Receipt, Indexing, Storage, Retrieval and Dissemination F. Customer Support & Relations G. Community Support & Relations H. Foreign Documents Division in OCR	II. The Challenge (Expansion of the headings and ideas under II. How?)
III. With what? a. Personnel b. Budget c. Machines: 1. Intellofax 2. Codeword 3. Minicard 4. EDP developments 5. CHIVE 6. Combinations	Resources	E. Problems of Organization and Administration D. Systems Development and Machine Support	III. How OCR Met the Challenge? (Expansion of the headings and ideas under III. With what?)

SECRET

TYPES:	VERNACULAR	GOVERNMENT PROSAIC	CURRENT HEADINGS IN USE	TOPIC CHANGES
IV. Housekeeping requirements:	Accountability			IV. Administrative responsibilities
• Statistics		E. Problems of Organization and Administration	E. Problems of Organization and Administration	(Expansion of IV. Housekeeping re-
• Studies of OCD		K. Special Surveys of OCD Management and Organization	K. Special Surveys of OCD Management and Organization	quirements. See also Appendix for
• Planning		E. Problems of Organization and Administration	E. Problems of Organization and Administration	special items)
• OCD Publications		I. OCR Publications	I. OCR Publications	
• Committees		F/G. Customer and/or Community Support and Relations	F/G. Customer and/or Community Support and Relations	
V. Hindrances:	Problems			V. Operational Handicaps
• Customer disinterestedness in OCD,— does not know what he wants or what OCD has		F. Customer Support and Relations	F. Customer Support and Relations	(Expansion of V. Hindrances. Consider also such factors
• Interdepartmental rivalries (State, DoD, etc.)		G. Community Support and Relations	G. Community Support and Relations	as the increasing layers of DDI admin-
• Release of intelligence documents		G. Community Support and Relations	G. Community Support and Relations	istrative channels for decision making,
• Support type (OCD) personnel drew lower salaries than production types work interest		E. Problems of Organization and Administration	E. Problems of Organization and Administration	the role of personal- ities, etc.)
• Frequent surveys of OCD		K. Special Surveys of OCD Management and Organization	K. Special Surveys of OCD Management and Organization	
• Lack of CIA interest and support for emergency planning		E. Problems of Organization and Administration	E. Problems of Organization and Administration	
• Poor buildings until 1961,— since then, proliferation of changes and new buildings		J. Physical Plant	J. Physical Plant	

SECRET

3 (continued)

TYPES:	VERNACULAR	GOVERNMENT PROSAIC	CURRENT HEADINGS IN USE	TOPIC CHANGES
VI. Summary		Conclusions		VI. Evaluation (Re-study I. above in light of II-V)

VII. Appendix
  a. Index
  b. Chronology of Major Events, 1952-66
  c. Annotated List of OCR Publications
  d. List of Personnel Interviewed and
       Contributors
  e. Monographs on special subjects
		Same		VII. Same

25X1A9a

17 September 1968

SECRET

SECRET

QUESTIONS FOR DISCUSSION IN CONNECTION WITH OCR HISTORICAL PROJECT

1. Did OCR develop its facilities and capabilities because analysts (users) requested them, or was it done the way it was because this was what OCR thought analysts needed? Did need dictate policy or vice-versa? Was it perhaps a compromise of the two?

2. As a result, did OCR not have a tendency to use existing equipment for its machine-based information retrieval operations? Would it not have been better to devise the system most nearly accepted by a majority of users and OCR personnel and then help the manufacturers design the equipment?

3. Was OCR really lax in considering switching from ADP to EDP equipment?

4. Why did OCR not concentrate exclusively on building up its services for CIA primarily and let the community develop its own collective or specific resources?

5. What effect has the proliferation of administrative levels in DDI specifically and CIA generally, had on the role of OCR? In the formative years of OCD, the AD had direct access to the DCI. As time went on, layers of administrative channels were added. To mention but a few, Asst. to the DDI (Planning), another one for Administration, Deputy DDI, ISS, DDI; also add Asst. to the Director of Finance fo ADP; add further Office of Planning, Programming and Budgeting, etc., etc. Does not paper work required merely for administrative justifications alone eventually smother time required for operational needs and direction? This whole process, by the way, is emulated by OCR itself.

6. Should OCR have received greater recognition for the large number of personnel who were grabbed off by other CIA offices, at better pay, and were successes? Cite names?

7. Was enough attention called to earlier area subject concentrations by OCD, as in several of the Registers, Library, etc.; emphasis on USSR, China, Europe,etc.?

8. Why was there not more of a rotation program for higher echelon OCR personnel in order to give them broader administrative experience, new incentives, etc.?

9. Who originated the requirement for the Library Consultants' Report? Document.

10. What role did some of OCR's strong personalities play in promoting/hindering acceptance of OCR as a major contributor to the intelligence effort? Cite names?

25X1A9a

SECRET